

Action Plan

The Action Plan for the *13th Street Neighborhood Implementation Plan* is intended to provide guidance in the implementation of the plans, policies, and program identified as important in the revitalization effort.

The Action Plan includes:

- Approach
- Role of the Community
- Role of the City
- Top Priority Improvement Projects
- Action Matrix

Approach

A clear and well-defined approach to implementation is essential to implementing the priority actions of the 13th Street Neighborhood Improvement Plan. This section provides the overall strategy for implementing the priority projects identified by the NAC and the community. Implementation will require leadership and commitment on the part of community groups and individuals, as well as strong coordination, organization and accountability from City departments.

The 13th Street NAC has identified over 50 specific plans, programs or projects that are part of the Neighborhood Improvement Plan and are outlined in the Action Matrix in this section. The community also identified "top ten" priority actions for immediate implementation, which are described in the section that follows. Resource constraints make it impossible to implement all of the actions in the Action Plan in the near term. Existing resources will, rather, be focused on the actions that the NAC and community have identified as being most important and that will make the most tangible difference to residents and local businesses.

To support the progress and completion of each action item, City departments and/or community organizations or members have been identified as having responsibility; in most cases a "Lead Responsibility" has also been identified. Potential funding sources, and the relative timing of the various actions are also identified.

Role of the Community

The 13th Street Neighborhood Advisory Committee (NAC) has had the lead role in working with the community, city staff and consultants to prepare the Neighborhood Improvement Plan. This committee has devoted considerable time and energy to articulating a vision for the future of the 13th Street neighborhood and identifying priority actions to achieve the community's goals.

Now a transition will occur to a new committee, the Plan Implementation Committee. This committee will have several primary responsibilities:

- Promote implementation of the top priority actions;
- Seek funding from the City and other sources;
- Monitor project completion;
- Provide input to the City for design and development of public projects;
- Act as an information liaison to the neighborhood on activities;
- Periodically review the action plan and reset priorities as needed; and
- Coordinate with neighborhood associations, business associations, and the PAC on appropriate redevelopment projects within the 13th Street Neighborhood.

While the Plan Implementation Committee will be the community lead on Plan implementation, the neighborhood associations, individual residents, business and property owners, and community based organizations will all need to play a significant part in implementing the Plan and improving the livability of the 13th Street area. Throughout the implementation process it should be remembered that a primary purpose of the Strong Neighborhoods Initiative is to create a strong 13th Street area by strengthening the existing neighborhood associations. The Strong Neighborhoods Initiative seeks to empower the Northside, Hensley, Horace Mann, and Julian/St. James Neighborhood Associations, as well as individual community members and area community-based organizations, to tackle and solve neighborhood issues now and in the future.

Role of the City

The City of San Jose will play an important role in implementation by being a catalyst for selected actions, and by allocating or identifying appropriate resources for the area. For each of the priority items with City responsibility, the City will assign a lead department or division, which is in turn responsible for assigning a project manager for overall coordination. The responsibilities of the lead department and project manager include:

- Make Strong Neighborhoods projects a priority;
- Follow a project from initiation to completion and frequently report back to the Implementation Committee and community on the progress of implementation;
- Attend community meetings to speak on the status of a project;
- Strategize to find resources for the priority actions, including redeployment where possible and advocacy of additional funding where appropriate;
- Provide technical guidance; and
- Project project management in cases of City funded projects.

The Neighborhood Team, consisting of representatives of Code Enforcement, Planning, Neighborhood Services, and the Redevelopment Agency will continue to provide support to the 13th Street community through the implementation phase. The Community Coordinator from the Neighborhood Services Division and/or the Development Officer from the Redevelopment Agency will have the lead role in coordinating the implementation efforts and will take the lead in working with community members, City departments and outside agencies to implement the Plan. Additionally the Development Officer from the Redevelopment Agency will be the lead on all redevelopment projects and opportunities within the neighborhood and will coordinate the implementation of all redevelopment projects and serve as technical advisor to area businesses.

Top Priority Improvement Projects

The NAC identified ten top priority actions for the 13th Street Neighborhood. The priority actions include the following:

1. Convert One-Way Streets (3rd, 4th, 10th, 11th, Julian and St. James) to Two-Way Residential Streets
2. Implement 13th Street Mixed Use Neighborhood Business Corridor Redevelopment between Empire Street and U.S. 101
3. Design and Implement 13th Street Streetscape Improvements between Jackson Street and U.S. 101 (including Old Oakland Road)
4. Implement Traffic Calming Improvements
5. Implement Pedestrian Corridor Enhancements
6. Ensure the Availability of Medical Facilities, Particularly Trauma Center Services, within the Greater Downtown
7. Increase Code Enforcement Activities Regarding Residential Property Maintenance
8. Renovate Backesto Park
9. Implement Bicycle Route/ Trail Improvements along Coyote Creek and in an East-West Corridor to Link Coyote Creek and the Guadalupe River Park
10. Encourage Small Residential Vacant Lot Infill with Historic Buildings or Appropriately Scaled Projects that Maintain the Character of the Neighborhood

Additionally, the NAC supports continuing efforts by the city to expand knowledge and use of existing residential property improvement programs, and to explore opportunities to increase home ownership by neighborhood residents through public and private resources.

Following are descriptions of each of the high priority projects identified by the community. Included are summaries of the issues, how the plan addresses the issues, the actions required, responsibilities, timing and estimated costs. Each priority project is referenced to the Action Matrix, which includes all projects identified in this plan, and which summarizes the actions, responsibilities, timeframes and potential funding sources. This matrix will provide a working tool for the City, neighborhood and other participants to implement this *Plan*.

1. Convert One-Way Streets (3rd, 4th, 10th 11th, and Julian and St. James) to Two Way Residential Streets

Issue:

The community and NAC feel that the three two-way pairs of streets that traverse their neighborhoods result in unfortunate levels of traffic, noise and speeding that are highly disruptive of the neighborhood. These streets seem to carry a great deal of non-local traffic, that is, trips destined for the downtown or other places, that do not originate or end in the 13th Street neighborhoods. The community feels that the 13th Street neighborhood is disproportionately impacted by the current operation of these streets.

Discussion:

The community strongly supports converting 3rd and 4th, 10th and 11th and Julian and St. James street couplets from one way back to two-way residential streets. The couplets are currently being studied as part of the Downtown San Jose Traffic Access and Circulation Study, which should be completed in the Spring of 2002. This study will make recommendations regarding citywide and regional access to the downtown.

With the conversion of the couplets, there is an opportunity for these streets to function more like local streets, with lower traffic speeds and volumes. The cost of the conversions would vary significantly depending on how they are implemented and what amenities are installed. The more amenities, the greater the cost.

Action/ Steps:

- a. NAC monitor Downtown San Jose Traffic Access and Circulation Study.
- b. NAC and community continue to advocate for conversion of one-way couplets to minor streets.
- c. Complete Downtown San Jose Traffic Access and Circulation Study.
- d. Identify scope of relevant projects with community.
- e. Identify potential funding sources.
- f. Secure funding to implement conversions and desired amenities.
- g. Prepare engineering drawings.
- h. Prepare schedule and cost estimate.
- i. Implement conversions with appropriate amenities.

Responsibilities:

DOT, SJRA (study only), NAC, Neighborhood Associations, PR&NS

Timing:

(If conversions are recommended by the Downtown San Jose Traffic Access and Circulation Study and approved by the City Council.)

Immediate: a,b,c

Short-term: d,e

Short to Medium-term: f, g, h

Medium-term: i

Cost:

Specific costs to be determined after results of Downtown San Jose Traffic Access and Circulation Study.

2. Implement 13th Street Mixed Use Neighborhood Business Corridor Redevelopment between Empire Street and U.S. 101

Issues:

The 13th Street commercial corridor between U.S. 101 and Jackson, including the corners at Empire and 13th Street is underutilized, but has the potential to be a mixed use, local-serving retail center for the neighborhood. This zone suffers from an oversupply of liquor stores and bars, as well as auto repair and supply businesses, given its position as the perceived heart of the community.

Discussion:

The community strongly supports upgrading this area to serve as a pedestrian-friendly neighborhood “town center” with services and amenities that would be attractive to residents. As part of the redevelopment of the 13th Street corridor the residents support multi-family housing as an appropriate use, generally with residential over ground floor retail. Housing types can include attached townhouses or stacked flats, but should provide, to the extent possible, an uninterrupted street façade facing 13th.

Over time, ground floor retail and business services are desirable along the entire corridor between Jackson and Hedding. However, market support for these uses may take time to develop. New or infill development should be designed to fit into the existing neighborhood context in terms of scale, architectural character and appropriate uses. New commercial uses should be neighborhood-oriented. Early efforts should focus on the two blocks between Jackson and Mission Streets. North of Hedding, retail uses may be feasible in the future redevelopment of the Modern Ice site. Over time, the Horning industrial area can also potentially have retail uses along the 13th street right-of-way.

Examples of desirable neighborhood-oriented businesses include:

- Restaurants and cafes
- Retail
- Medical Services
- Personal Services
- Education or Training

Community members strongly support efforts to retain those existing businesses that complement the vision of a neighborhood-serving commercial district.

Action/ Steps:

- a. Explore establishing a Neighborhood Business District.
- b. Prepare a Master Plan for the business corridor, and identify catalyst project(s) in the process.
- c. Pursue funding to assemble/acquire properties or work with private developers to do the same to facilitate implementation of the Master Plan.
- d. Encourage private developers to begin implementation of Master Plan.
- e. Explore development of a relocation and improvement plan for auto-serving and other non-conforming uses.
- f. Develop additional outreach strategies to ensure and encourage continued community review/participation in the development review process.
- g. Provide support to existing businesses through OED and SJRA programs.
- h. Identify and assist displaced businesses from downtown to relocate to 13th Street if they have potential to contribute to the success of the 13th Street Neighborhood Business Corridor.

Responsibilities:

SRA, PB&CE, OED, CODE, PD, Neighborhood Associations, NAC, Property-Business Owners Association, Private Developers

Timing:

Immediate: a

Short-term: b, d

Short to Medium-term: c, e

Ongoing: f, g, h

Cost:

Master Plan between \$150,000 to \$200,000.

Some costs subject to City Budget Appropriations. Other costs determined as scope is defined.

Note:

Immediate: 0-18 months

Short-term: 0-3 years

Medium-term: 4-6 years

Long-term: 7+ years

3. Design and Implement 13th Street Streetscape Improvements between Empire and U.S. 101 (including Old Oakland Road)

Issues:

As noted earlier, the community supports redeveloping the 13th Street corridor between Jackson and U.S. 101 and the Empire corners, as a local-serving, mixed-use commercial district, which would be the neighborhood “town center”. In addition to the redevelopment and improvements to individual properties, the street environment must be improved. Lighting is poor along the street, with pedestrian lighting essentially non-existent. Sidewalks are in need of repair, utility poles dominate the skyline, and pedestrian amenities, such as benches, do not exist. In general the street is not a welcoming environment.

The Oakland Road/ U.S. 101 over-crossing ramps and roadway areas lack any features that would serve to positively mark the presence of the 13th Street business and residential community to the south. Preliminary plans have been prepared for improvements to the roadway, but at this time there are not funds for significant streetscape improvements. In addition, the properties on either side of the roadway do not contribute to a positive image of the entry.

Discussion:

Implementation of a streetscape improvement program in conjunction with redevelopment of properties along this corridor will result in a significant change of image for this corridor and is likely to prompt additional private investment in buildings and businesses, and will make this a more attractive retail location. Improvements should include:

- Sidewalk repair and street tree plantings along the length of the corridor
- Reduced traffic lane width to slow through traffic and improve visibility of businesses
- Consideration of mid-block pedestrian crossings to facilitate movement from one side to another of the long blocks.
- Corner bulbouts to improve the pedestrian environment, facilitate street crossing for pedestrians, and improve safety.

The current plans for Old Oakland Road improvements include a median area that should be designated to mark the northern end of the commercial corridor, with high profile plantings, special lighting and perhaps signage.

Action/ Steps:

- a. Identify funding for design and implementation
- b. Prepare design and construction documents for streetscape improvements with community input
- c. Develop outreach and information program for property owners and tenants
- d. Prepare bid documents
- e. Award contract to successful bidder
- f. Implement improvements

Actions (Old Oakland Road):

- a. Prepare overall design concept for enhanced gateway treatment with community input.
- b. Prepare plans for landscaping to be incorporated into current plans for right-of-way improvements.
- c. Identify costs and funding.
- d. Prepare design and construction documents.
- e. Prepare bid documents.
- f. Award contract to successful bidder.
- g. Implement enhanced right-of-way improvements.
- h. Monitor development plans for Modern Ice site - ensure provision of supplemental setbacks and landscaping to contribute to coordinated gateway treatment.

Responsibility:

SJRA, DOT, DPW, PB&CE, PB, OED, PR&NS, CE, NAC, Neighborhood Associations and Business Association

Timing:

Short-term: a, b, c, (Old Okaland Rd: a, b, c, d)

Medium-term: d, e, f, (Old Oakland Rd: e, f, g)

Immediate to Long-term: Old Oakland Rd: h

Costs:

13th Street: \$2.5 million to \$4 million

Old Oakland Road: \$200,000 - \$300,000 (irrigation, lighting, landscaping)

4. Conduct Traffic Calming Studies and Implement Traffic Calming Improvements

Issues:

As noted in the section regarding conversion of the one-way streets, the community clearly feels that neighborhood streets are negatively affected by speeding and traffic volumes. The NAC and others have walked streets and identified numerous instances of dangerous intersections and street corridors, in particular where there are linkages among important neighborhood destinations for school children and residents, such as schools and parks. Other issues include the significant incursions of trucks and other industrial-related traffic into residential neighborhoods, with the resulting noise and safety impacts.

Discussion:

The community strongly recommends that specific traffic calming measures be identified and implemented immediately in those areas of greatest need. In addition, after the couplet conversion is completed, further traffic calming measures should be considered in order to better tailor solutions to the new traffic patterns that will result from the conversion.

The community has identified the portion of the 13th Street commercial corridor, from Hedding to Empire Streets, as more local serving than the portion north of Hedding. As a consequence, these blocks should also receive traffic calming improvements, in coordination with streetscape and other amenities.

The NAC and community have identified locations throughout the neighborhood where additional traffic calming improvements are needed. These can be found in the Appendix.

Action/ Steps:

- a. Initiate traffic calming studies based on priority locations identified by NAC.
- b. Complete studies and design traffic calming measures.
- c. Determine cost and scheduling of initial traffic calming measures.
- d. Implement initial traffic calming.
- e. Complete Downtown Access Study and determine future traffic impacts.
- f. Identify additional traffic calming measures for implementation.
- g. Install final traffic calming measures.
- h. Monitor traffic throughout neighborhood post-conversion.
- i. Identify further traffic calming measures if necessary.

Responsibilities:

DOT, Neighborhood Associations, NAC

Timing:

Short-term: a, c

Short to Medium-term: b, c, d, f

Short to Long-term: g, h, i

Costs:

Subject to study results

5. Implement Pedestrian Corridor Enhancements

Issues:

Pedestrian movement throughout the neighborhood, and particular between key destinations such as the schools and parks, is impeded by high traffic volumes, speeding, and lack of pedestrian improvements. Sidewalks are in poor repair in many areas, many corners lack curb cuts for handicap ramps, street trees and accompanying shade are missing in many areas, little street furniture exists, and pedestrian-scaled lighting is missing. As a consequence, the pedestrian environment is not attractive and needs significant improvement.

Discussion:

The Pedestrian Neighborhood Connectors are those streets identified in the Revitalization Plans, Figure 4.33, as primary pedestrian routes connecting the local residents to key public facilities and commercial services. The streets include:

- Jackson Street
- St John Street
- Empire Street
- San Fernando
- 13th Street
- 5th Street
- Santa Clara
- Julian

Pedestrian environments along these streets should be enhanced by the addition of street trees, landscaped bulb outs at corners, historic-styled pedestrian lights, handicap ramps, special crosswalks and appropriate street furniture.

Action/ Steps:

- a. Identify funding.
- b. Establish phasing and priorities with neighborhood associations and community groups.
- c. Prepare design and construction documents with community input.
- d. Prepare bid documents and bid the contract.
- e. Award contract to the successful bidder.
- f. Implement improvements.

Responsibilities:

SJRA (Lead Agency), DOT, PB&CE, DPW, PR&NS, DOT, NAC, Neighborhood Associations.

Timing:

Short-term: a, b, c

Short to Long-term: c- f

Costs:

Approximately \$1-2 Million total cost:

- \$13,000 per antique pedestrian light
- \$1,000 per bench
- \$1,000 to \$1,200 per trash can
- \$500 to \$600 to plant 24-inch box tree
- Sidewalk costs vary

6. Ensure the Availability of Medical Facilities, Particularly Trauma Center Services, within the Greater Downtown

Issues:

The community considers the San Jose Medical Center to be a vital resource within the Downtown area, providing greatly needed medical and, more specifically, trauma services. In the recent past, there has been some indication that the Medical Center may be considering a closure of the facility and many central City neighborhoods, including 13th Street neighborhoods, have been very vocal in their opposition to a closure. At this point in time, however, plans to close the Medical Center seem to be in abeyance.

Discussion:

The 13th Street community feels that the services of a full service hospital are critical to the health and safety of the large and growing Central San Jose residential, employee and visitor populations. The San Jose Medical Center and only one other hospital currently serve the greater part of San Jose, perhaps representing one third to one half of the population of Santa Clara County. The Medical Center provides the primary service for the increasingly large and uniquely dense populations within the central part of the City.

The community recognizes that the City cannot require the Medical Center to remain open and, therefore, urges the City and Downtown residents and others to apply a variety of indirect techniques toward keeping this facility, or a fully equivalent one, at this or another Downtown location. Techniques might include providing and sharing relevant information, assistance of various kinds, creative full service hospital/mixed use redevelopment of the site, etc. A first step should be the hospital needs assessment planned by Santa Clara County at one time. Although the City of San Jose has agreed to pay one half the cost of the needs assessment, the County has not proceeded with it.

Action/Steps

- a. Monitor Medical Center announcements regarding plans for changes to the facility or its programs.
- b. Advocate for the conduct of the hospital needs assessment study.
- c. Develop lines of communication with the Medical Center administration.
- d. Develop a familiarity with Medical Center and broader hospital/medical services issues.
- e. Be prepared to use whatever tools may be available to discourage the closure of the Medical Center or any of its major services.
- f. Consider providing some level and type of assistance that the Medical Center may require to remain at its site.

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Responsibilities

City of San Jose, NAC, Neighborhood Associations, SJRA, PB&CE

Timing:

Immediate: b

Ongoing: a,c, d, e, f

Costs:

Unknown

7. Increase Code Enforcement Activities and Related Programs to Improve Residential Property Conditions and Maintenance

Issues:

The residential resources of the community, as well as its image, are perceived to be eroding due to lack of maintenance and inadequate enforcement of existing City codes that allows sub-standard conditions to persist.

Discussion:

The community and NAC have placed a high priority on the protection and enhancement of their residential areas and perceive that maintenance and code enforcement are keys to achieving attractive, stable neighborhoods. Full success, however, may require additional supportive programs such as property owner training.

While code enforcement can be a powerful tool for removing blighted conditions, many residents expressed concern that the City has insufficient staff to adequately respond to complaints.

The community also desires to maintain and preserve its late 19th/early 20th Century dwellings and other historic structures that enhance the character of the area and link these neighborhoods with the early history of San Jose and its Downtown. Code enforcement activities should remain sensitive to this goal.

Particular care should be taken to ensure that all required approvals are obtained before changes or repairs to historic buildings are made. An ongoing educational and outreach program to the owners of such properties could be an effective way to help achieve historic integrity in the area. It is possible that many new owners are not aware of the historic characteristics and value of their buildings and how to maintain them.

Action/ Steps:

- a. Pursue adding more code enforcement inspectors to increase proactive enforcement and to improve response time to code complaints in the 13th Street area.
- b. Encourage property owners to enhance existing housing by improving and upgrading the condition and appearance of their buildings and properties.
- c. Encourage property owners to strengthen the management of their properties and increase maintenance activities.
- d. Organize and host a variety of workshops to inform area residents and

property owners about good tenant management techniques and opportunities for improving their properties.

- e. Utilize the new Blight Ordinance (June 2002) to increase enforcement on duplexes and multi-family housing.
- f. Encourage tenants to report problems first to property owners, then to Code Enforcement (if the issue is not resolved) for a “Complaint” inspection.
- g. Encourage property owners to take an active part in caring for their properties.
- h. Recruit and organize volunteers to monitor blighted properties in the neighborhood.
- i. Increase community awareness of the City’s Anti-Graffiti Program and encourage residential property owners to remove graffiti promptly.
- j. Encourage use of existing city residential property improvement programs

Responsibilities:

PB&CE (code enforcement), PR&NS, Housing, SJRA, Neighborhood Associations, County of Santa Clara.

Timing:

Ongoing

Cost:

Subject to City Budget Appropriation

8. Renovate Backesto Park

Issues:

Backesto Park is considered a major community amenity, in many ways the community's "heart". In addition, it is located in a key location and will anchor the southern end of the planned 13th Street commercial corridor. The park is in need of improvements; some renovation of restrooms and tot lot are currently funded.

Discussion:

The Plan recommends that the City update the Master Plan for renovation of the parks facilities and improvements. This should be coordinated with the currently funded improvements. The plan should be coordinated with local schools to ensure adequate facilities for after school and summer programs. Implementation of improved lighting will be key, as will traffic calming and pedestrian improvements at adjacent intersections to improve access and safety. The fountain should be a special renovation project.

Actions:

- a. Prepare master plan for long term improvements to the park.
- b. Identify funding and phasing.
- c. Prepare design and construction documents for priority projects with community input.
- d. Prepare bid documents and bid the project.
- e. Award contract to successful bidder.
- f. Construct/install improvements.

Responsibilities:

DPW, Parks Planning, NAC, Neighborhood Associations, SJRA, PR&NS, Business Associations.

Timing:

Short-term: a, b

Medium-term: c, d, e, f

Costs:

\$125,000 for the Master Plan

City Budget Improvement costs will vary depending on final design.

9. Implement Bicycle Route/ Trail Improvements along Coyote Creek and in an East West Corridor to Link Coyote Creek and the Guadalupe River Park

Issues:

Bicycle circulation within the neighborhood is relatively good. However, there are specific missing links that limit easy bicycle access to key neighborhood and city amenities, such as Coyote Creek Park and Guadalupe River Park.

Discussion:

The Plan recommends that the City prepare a master plan to determine the feasibility of a multi-purpose trail along Coyote Creek in the reach from Santa Clara Street to the Taylor Street overcrossing of Hwy 101. Incorporate bike circulation facilities and improvements into the future planning for the multi-purpose trail corridor along Coyote Creek. As part of these improvements, provide safe, convenient, and well-posted access to the Creek from the 13th Street Neighborhood. Coordinate with City-wide bicycle circulation planning efforts to identify and implement an additional east-west bicycle link to connect the Guadalupe Park Corridor with the planned Coyote Creek Corridor.

Actions/Steps:

- a. Identify an appropriate bicycle route between the Guadalupe River and Coyote Creek. Identify any needed improvements.
- b. Prepare a conceptual plan for the alignment of the Coyote Creek Trail.
- c. Identify preliminary costs and funding.
- d. Prepare Coyote Creek Trail Master Plan; coordinate trail improvements and scheduling with similar neighborhood-based efforts along other segments of Coyote Creek.
- e. Install east-west corridor bicycle route markings and improvements.
- f. Construct the Coyote Creek Trail improvements.

Responsibility:

DOT, NAC, Neighborhood Associations, Walk San Jose, CBO's, DPW Parks, SJRA, PR&NS, Silicon Valley Bicycle Coalition.

Timing:

Short-term: a, b, c

Medium-term: d, e, f

Costs:

Improvement costs will vary depending on improvements. Sources:

- CIP
- Grants (MTC, Caltrans)
- RDA

10. Encourage Small Residential Vacant Lot Infill with Historic Buildings or Appropriately Scaled Projects that Maintain the Character of the Neighborhood

Issue:

The neighborhood has a number of vacant lots and/or abandoned properties that negatively affect the character of the community and its sense of safety. However, the community is very concerned about maintaining the smaller scale of development and avoiding juxtapositions of too large and massive development in neighborhood areas.

Discussion:

The community strongly supports continuing efforts to relocate historic properties from the downtown and elsewhere into the 13th Street Neighborhood. In addition, the community would like a role in evaluating the compatibility of proposed residential projects.

The Neighborhood Associations should be utilized to solicit comments regarding compatibility with the neighborhood. This input should be received prior to development approval.

The community supports the existing Civic Plaza Historic House Moving Program as an on-going neighborhood initiative to identify candidate structures and sites from Redevelopment Agency activities or other City activities to increase the number of historic/older structures moved onto vacant sites within the neighborhood

Action/ Steps:

House Moving

- a. Inventory candidate sites.
- b. Identify potential structures to be moved.
- c. Determine cost to move.
- d. Work with site owners to enable relocation through purchase or relocation subsidy.
- e. Secure funds to defray or subsidize cost.
- f. Review with community for compatibility.
- g. Secure required permits and approvals.
- h. Prepare site/move home.

New Development

- a. Identify sites that may be appropriate for new development.
- b. Work with developers, private property owners, Neighborhood Associations and potential residents to identify appropriate projects for each site.
- c. Continue to help fine tune proposed projects; support approval/development of appropriate projects.

Responsibility:

SJRA, PB&CE, Neighborhood Associations, Developers, Property Owners.

(House Moving: g, h)

(New Development: a, b, c)

Timing:

Short to Long-term (0-10 years).

Cost:

To be determined: Historic house relocations from Civic Plaza have been approximately \$500,000 per house, exclusive of land acquisition.

11. Expand Knowledge and Use of Existing Residential Property Improvement Programs

Issues:

The neighborhood suffers from a range of problems relating to the upkeep and appearance of residential properties. These problems are most acute in the multi-family rental properties, where upkeep is often poor, but occurs in situations of home ownership and occupancy as well.

Discussion:

The Plan promotes the preservation and upgrade of existing residences in the 13th Street neighborhood through the use of eligibility loan and grant programs available through the Redevelopment Agency and Housing Department, including existing rehabilitation and paint grants as well as tailored programs that target rental housing. This Plan recommends that a major outreach effort be undertaken to inform property owners of these programs and to encourage them to apply for all rehabilitation assistance for which they might qualify.

Action/ Steps:

- a. Improve outreach and distribution of information and applications for residential paint grants as well as housing rehab loans and grants.
- b. Explore alternative programs and funding sources to provide assistance to residential property owners who do not qualify for existing programs.

Responsibilities:

Housing, SJRA, PR&NS, Neighborhood Associations, CDBG

Timing:

Short-term

Cost:

Subject to City Budget Appropriations and SJRA funding

12. Explore Opportunities to Increase Home Ownership by Neighborhood Residents through Public and Private Resources

Issue:

The 13th Street Neighborhood has a relatively low ratio of home ownership to rental, resulting in diminished maintenance and stability in the community. The community has been experiencing escalating property values as well, which is making it even more difficult for renters to purchase in the neighborhood, and is contributing to a sense of “gentrification”.

Discussion:

The Plan promotes an increase in the proportion of home ownership in the 13th Street neighborhood through the use of eligibility programs such as the City’s low interest loan programs available through the Housing Department.

The Housing Department, working with other public lenders, also has a First Time Buyer Program to help low-to moderate-income renters become homeowners. A variety of borrowing plans are available, including low down payments (3%) and rehabilitation loans for new homeowners.

Action/ Steps:

- a. Continue to explore opportunities and programs for increasing home ownership by 13th Street neighborhood residents
- b. Pursue working with the community to identify and conduct outreach to increase awareness of home ownership assistance programs by distributing informational packets at neighborhood fairs, holding educational workshops, etc.
- c. Pursue working with Neighborhood Associations and other community groups to provide loan and grant writing assistance to potential applicants.
- d. Explore opportunities for building new housing, including affordable housing

Responsibilities:

Housing, CBOs, SJRA, PR&NS, Neighborhood Associations

Timing:

Ongoing

Cost:

City budget, private resources.

Action Plan

Conservation and Development



Top Priority Action Project

A. Residential Protection, Support and Improvements

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Maintain Neighborhood Diversity and Affordability	Mid	Ongoing	Housing RDA	EAND	
a) Aggressively market available Housing Department loan and grant programs, and RDA's Neighborhood Investment District program		Short term Ongoing	Housing RDA	EAND	City Budget
b) Continue to require and ensure that all new major housing projects include a minimum 15% or a ratio approved by City Council for affordable housing		Short term Ongoing	RDA City Council Community	EAND	RDA funding Private developers
c) Improve community participation in development review to ensure that new developments respect the prevailing architectural diversity and character		Short term ongoing	PBCE RDA Community	EAND	City Budget
2. Protect Historic Neighborhood Resources	Mid	Short	PBCE	EAND	
a) Pursue conducting a survey of neighborhood resources, and include qualifying resources in the the City's Historic Inventory		Short	PBCE RDA	EAND	City Budget
b) Continue to encourage community participation in development review to ensure adequate monitoring and protection of historic resources			PBCE RDA	EAND	City Budget

3. Explore opportunities to Increase Home Ownership by Neighborhood Residents through Public and Private Resources	High	Short	Housing	EAND	
a) Continue to explore opportunities for increasing homeownership by 13 th Street Neighborhood residents		Short	Housing Community		City Budget
b) Pursue working with the community to identify and conduct outreach to increase awareness of home ownership assistance programs by distributing informational packets at neighborhood fairs, holding educational workshops, etc.		Short	Housing Community PRNS	EAND	City Budget
c) Pursue working with Neighborhood Associations and other community groups to provide loan and grant writing assistance to potential applicants		Short	Housing PRNS Neighborhood Associations	EAND	City Budget
4. Expand knowledge and use of existing residential property improvement programs	High	Short	Housing	EAND	City Budget
a) Improve outreach and distribution of information and applications for paint grants, as well as housing rehab loans and grants.		Short	Housing RDA PRNS Neighborhood Associations	EAND	City Budget RDA
5. Increase code enforcement activities regarding residential property maintenance	High	Short	PBCE (Code Enforcement)	EAND	City Budget
a) Pursue adding more code enforcement inspectors to improve the response time to code complaints in the 13 th Street SNI area		Fall 2001 Already Initiated	PBCE (Code Enforcement)	PSS	City Budget CDBG

b) Encourage property owners to enhance existing housing by improving and upgrading the condition and appearance of their buildings and properties		Short ongoing		PSS	
c) Encourage property owners to strengthen the management of their properties and increase maintenance activities		Short ongoing	Housing PRNS	PSS	City Budget
d) Organize and host a variety of workshops to inform area residents and property owners about good tenant management techniques and opportunities for improving their properties		Medium	PRNS Housing	PSS	City Budget
e) Utilizing the new Blight Ordinance (June 2001), increase enforcement on duplexes and multi-family housing		Fall 2001 Already initiated	PBCE (Code Enforcement)	PSS	City Budget
f) Encourage tenants to report problems first to property owner, then to Code Enforcement (if the issue is not resolved) for a "Complaint" inspection		Short/Ongoing	Neighborhood Associations Community	PSS	None Required
g) Encourage property owners to take an active part in caring for their properties		Short/ongoing	Neighborhood Associations Community PRNS	PSS	None required
h) Facilitate the expansion of existing Property Owners' Associations, and establishment of new ones where appropriate		Short	Neighborhood Associations PRNS	PSS	None required
i) Publicize and recruit volunteers for the Neighborhood Action Program to monitor blighted properties		Short/Ongoing	Neighborhood Associations Community	PSS	None required

ACTION PLAN MATRIX

j)	Increase community awareness of the City's Anti-Graffiti Program, and encourage residential property owners to remove graffiti promptly		Short/ Ongoing	PBCE (Code Enforcement)	PSS	CAP Grants CDBG
k)	Pursue the creation of incentives, loans and façade improvement grant programs for residential building exterior upgrades		Short-Mid	Housing RDA	EAND	RDA City Budget

Conservation and Development

B. New Residential Development Opportunities

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Encourage small residential vacant lot infill with historic buildings or appropriately-scaled projects that maintain the character of the neighborhood	High	Short to Mid	Redevelopment Agency	EAND	
a) Inventory Candidate Sites		Short	PBCE RDA	EAND	City Budget
b) Identify potential structures to be moved				EAND	
c) Determine cost to move				EAND	
d) Work with site owners to enable relocation through purchase or relocation subsidy				EAND	
e) Secure funds to defray or subsidize cost				EAND	
f) Review with community for compatibility				EAND	
g) Prepare site/move home				EAND	

2. Encourage and Monitor Major Residential Development Projects as follows: a.) Oakland Road/ Modern Ice b.) Salvation Army c.) Jackson Taylor	Mid	Mid to Long	Redevelopment Agency	EAND	
a.) Develop additional outreach strategies to ensure community review /participation in the development review process			PBCE Neighborhood Associations NAC Property Owners		
b.) Encourage community to remain involved in monitoring the project during construction to ensure the use of best practices during construction			PBCE Neighborhood Associations NAC Property Owners		
c.) Review and monitor for consistency with relevant plans and improvement projects			PBCE Neighborhood Associations NAC Property Owners		
d.) Review and determine any related actions (e.g. relocation of existing facilities.)			PBCE Neighborhood Associations NAC Property Owners		

3. Implement 13 th Street Mixed Use Neighborhood Business Corridor Redevelopment between Empire Street and U.S. 101	High	Short to Mid	Redevelopment Agency	EAND	
a) Explore establishing a Neighborhood Business District					
b) Explore preparing a Master Plan for the business corridor, and identify catalyst project(s) in process					
c) Pursue funding to assemble / acquire Properties, or work with private developers to do the same to facilitate implementation of Master Plan					
d) Encourage private developers to begin implementation of Master Plan					
e) Explore development of a Relocation and Improvement Plan for auto-serving and other non-conforming Uses					
f) Develop additional outreach strategies to ensure and encourage continued community review /participation in the development review process					
g) Provide support to existing businesses through OED and RDA programs					
h) Identify and assist displaced businesses from Downtown to relocate to 13 th Street if they have potential to contribute to the success of the 13 th Street Neighborhood Business Corridor					

ACTION PLAN MATRIX

4. Ensure the availability of medical facilities, particularly Trauma Center Services, within the greater downtown (see action steps p. 5-12)	High	Mid	Redevelopment Agency	END	
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Conservation and Development

C. Neighborhood Commercial and Industrial Area Improvements

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Expand Commercial Property Improvement Programs	Mid	Short to Mid	PBCE OED RDA Business Association	EAND	
a) Pursue working with the business community /associations to identify and conduct outreach to increase awareness of loan, grant and other assistance programs by distributing informational packets, holding educational workshops, etc.		Short to Mid	OED RDA Business Association PRNS PBCE		City Budget Grants RDA funding
b) Pursue working with the business community / associations to provide loan and grant writing assistance to potential applicants		Short to Mid	OED RDA PRNS		City Budget
c) Develop additional outreach strategies to ensure and encourage continued community review /participation in the development review process		Short to Mid	PBCE RDA NAC Business Association		City Budget
2. Improve Commercial Code Enforcement	Low	Short to Mid	PB and CE	EAND	
a) Explore measures, such as possibility of adding more code enforcement inspectors, to improve the response time to code complaints			PBCE (Code)		
b) Encourage tenants to report problems first to property owner, then to Code Enforcement (if the issue is not resolved) for a "Complaint" inspection			PBCE (Code) PRNS Business Association		

c) Increase community awareness of the City's Anti-Graffiti Program, and encourage property owners to remove graffiti promptly			PBCE (code) Business Association		
3. Improve Commercial Property Condition Maintenance	Low	Short to Mid	PBCE	EAND	
a) Pursue working with the business community /associations to identify and conduct outreach to increase awareness of best practices in property maintenance			OED PBCE (code) PRNS RDA Business Association		
b) Encourage property owners to improve and upgrade the condition and appearance of their buildings and properties			OED PBCE (code) PRNS RDA Business Association		
c) Encourage property owners to strengthen the management of their properties and increase maintenance activities			OED PBCE (code) PRNS RDA Business Association		
d) Organize and host a variety of workshops to inform property owners about good tenant management techniques and opportunities for improving their properties			OED PBCE (code) PRNS RDA Business Association	EAND	City Budget
e) Facilitate the expansion existing business associations, and establishment of new ones where appropriate			Private Development PBCE Planning	EAND	RDA funding Private Development
f) Pursue incentives, loans and façade grant programs for commercial building exterior and site improvements			Private Development PBCE Planning	EAND	
4. Effect Neighborhood Commercial Node Improvements	Low	Mid to Long	Private Development PBCE Planning	EAND	
a) Explore preparing a Master Plan for each Commercial Node, and identify catalyst project(s) in process			Private Development PBCE Planning	EAND	

ACTION PLAN MATRIX

b) Pursue funding to leverage the implementation of Master Plans through private development			RDA PBCE Private Dev. Business Association NAC	EAND	Private Dev. Grants RDA PRNS
c) Develop outreach strategies to ensure and encourage continued community review /participation in the development review process			PBCE RDA NAC	EAND	PBCE RDA Private Dev.
d) Provide Support to Existing Businesses through OED and RDA programs		Mid/ Ongoing	OED RDA Business Association	EAND	City Budget RDA funding
e) Identify and assist displaced businesses from Downtown to relocate to Commercial Nodes they have potential to contribute to the successful implementation of Master Plans			RDA PBCE Business Association	EAND	RDA funding Grants Private Dev.
f.) Increase Business Attraction and Retention efforts and / or programs	Mid	Short to Mid	Business Association PRNS OED PBCE RDA	EAND	
5. Improve Horning Street Industrial Area	Low	Mid to Long	PB and CE Redevelopment Agency Business Association	EAND	City Budget RDA Private Dev.
a) Encourage the City to maintain the San Jose 2020 Light Industrial designation		Mid to Long	PBCE NAC	EAND	City Budget
b) Explore the preparation of an Industrial Revitalization Strategy Plan		Mid to Long	PBCE RDA	EAND	RDA funding City Budget
c) Implement Plan		Mid to Long	PBCE RDA	EAND	Private RDA

Circulation

A. Vehicular Circulation Management

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Implement Proposed Neighborhood Circulation Framework		Short	DOT	TS	
a) Complete Downtown Access Study		Immediate	RDA DOT Task Force		RDA
b) If warranted, implement General Plan and other regulatory changes		Short	PBCE RDA DOT		City Budget
c) Pursue converting one-way streets to two-way residential streets					
d) Pursue redesignating new street classifications					

2. Convert One-Way Streets (3 rd , 4 th , 10 th , 11 th Julian, St. James) to two-way residential streets	High	Short	DOT	TS	
a) NAC participate in downtown San Jose Traffic Access and Circulation Study					
b) NAC continue to advocate conversion of one-way couplets to residential streets					
c) Complete Downtown San Jose Traffic Access and Circulation Study					
d) Identify potential funding sources					
e) Identify scope of project with community					
f) Secure funding to implement conversion and desired amenities					
g) Prepare engineering drawings					
h) Prepare schedule and cost estimate					
i) Implement conversions with desired amenities					
3. Implement Traffic Calming Improvements and Increase Traffic Enforcement	High	Short	DOT	TS	
a) Initiate Traffic Calming Study of Priority Locations Identified by NAC (See Appendix)					
b) Determine Cost and Scheduling of Initial Traffic Calming Measures					
c) Implement Initial Traffic Calming					
d) Complete Downtown Access Study and Determine Future Traffic Impacts					

ACTION PLAN MATRIX

e) Identify Additional Traffic Calming Measures for Implementation					
f) Monitor Traffic Throughout Neighborhood Post-Conversion					
g) Identify Further Traffic Calming Measures					
4. Implement Truck Route Modifications	Low	Short to Mid	DOT	TS	
a) Conduct study of Truck Traffic Routes and Impacts			DOT		
b) Implement Route Changes aimed at ridding truck traffic from residential streets			DOT NA		

Circulation

B. Transit-Related Improvements

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Continue to monitor BART and LRT Plans for Santa Clara Street and/or San Fernando Street •	Mid	Short to Long	VTA VTA VTA	TS	
2. Upgrade and maintain area-wide Bus Route Facilities	Low	Short to Mid	VTA	TS	
a) Conduct a survey of existing Bus Facilities, and identify upgrade opportunities					
b) Identify Funding and Schedule of improvements					
c) Implement Improvements					

Circulation

C. Bicycle Circulation Extensions

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Implement bicycle route/ trail improvements along the Coyote Creek and in an East-West corridor to link Coyote Creek and the Guadalupe River Park.	High	Short	DOT	TS	
a) Evaluate proposed Bicycle Route Improvements, and select targeted improvements					
b) Identify Cost and Funding					
c) Implement Bicycle Route Improvements					

Circulation

D. Parking Management

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. 13 th Street Commercial Corridor Parking Management	Mid	Mid	DOT NAC NA Business Association PBCE	TS	
a) Identify Short Term Parking Management Changes Needed			PRNS Business Association DOT		
b) Participate in Detailed Design of Streetscape and Right-of-Way Improvements			See other item		
c) Implement Comprehensive Parking Management Following Completion of 13 th Street Streetscape Improvements			NAC BA DOT		
2. Area-wide Parking Management	Mid	Short	Department of Transportation CODE		
a) Work with NAC and Neighborhood Associations to Identify Parking Problem Areas			DOT PRNS CODE		
b) Identify Specific Actions, Costs and Funding			DOT CODE		
c) Implement Parking Management			DOT		
d) Enforce Parking Management			PD CODE		

Public Environment

A. Redesigning the Street Environment

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Design and implement 13 th Street Streetscape Improvements between Jackson Street and U.S. 101 (including Old Oakland Road)	High	Short to Mid	Redevelopment Agency Public Works DOT PBCE	DOT	
a) Identify Funding for Design and Implementation					
b) Prepare design and construction documents for Streetscape Improvements with community input					
c) Develop Outreach and Information Program for Property Owners and Tenants					
d) Prepare Bid documents and bid the project					
e) Award contract to the successful bidder					
f) Implement Improvements					
Oakland Road Gateway Improvements:	High	Short	DOT Public Works	TS	
a) Prepare Overall Design Concept for Enhanced Gateway Treatment with community input					
b) Prepare Plans for Landscaping to be Incorporated into Current Plans for Right-of-Way Improvements					
c) Identify Costs and Funding					

ACTION PLAN MATRIX

d) Prepare Design and Construction Documents with community input					
e) Prepare Bid documents and bid the project					
f) Award contract to the successful bidder					
g) Implement Enhanced Right-of-Way Improvements					
h) Monitor Development Plans for Modern Ice Site – Ensure Provision of Supplemental Setbacks and Landscaping to Contribute to Coordinated Gateway Treatment					
2. Monitor Santa Clara Streetscape Improvements Design	Low	Short to Mid			
a) Promote ongoing Community Review of Projects					
3. Implement Pedestrian Corridor Enhancements	High	Short	DOT Redevelopment Planning		
a) Identify Costs/Funding					
b) Implement Improvement Plans					
c) Establish Phasing and Priorities with Neighborhood Associations and community groups					
d) Prepare Design and Construction documents with community input					
e) Prepare bid documents and bid the project					
f) Award contract to the successful bidder					
g) Implement Improvements					

Public Environment

B. Street Maintenance and Enhancement

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Repair and Improve Neighborhood Sidewalks a) Review NAC Improvement Priorities b) Prepare Implementation Plan for Improvements c) Identify Funding d) Implement Improvements	Mid	Short	Public Works		
2. Upgrade Neighborhood Street Maintenance a) Review Existing Programs and Procedures b) Implement Enhanced Street Maintenance	Mid	Short	Public Works		

Public Environment

C. Upgrading Parks, Open Space and Recreation

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Renovate Backesto Park	High	Short	PRNS		
a) Prepare Master Plan for Long Term Improvements to the Park					
b) Identify Funding and Phasing					
c) Prepare Design and Construction Documents for Priority Projects with community input					
d) Prepare Bid documents and bid the project					
e) Award contract to the successful bidder					
f) Monitor Maintenance and Use of Facilities					
2. Watson Park Improvements	Low	Short	PRNS		
a) Pursue Funding for Skate Park Project					
b) Identify Additional Park Improvements					
c) Identify funding / Phasing					
d) Implement Additional Improvements					
3. New Community Parks	Low	Mid to Long	PRNS		
a) Survey Neighborhoods for Pocket/Small Park Opportunities					
b) Identify Park Opportunities in Major Residential and Commercial Development Projects					
c) Identify Funding and Phasing					

ACTION PLAN MATRIX

d) Implement Public Parks					
e) Monitor Planning and Implementation of Major Development Projects					

Public Environment

D. Improve Library, Schools and other Community Facilities and Services

Strategy/Action	Priority	Timing Immediate 0-18 months Short = 0-3 yrs Mid = 4-6 yrs Long = 7+ yrs	Responsibilities	City Service Areas	Funding Sources
1. Monitor and Ensure Community Involvement in Joyce Ellington Branch Library Expansion	Mid	Mid	LIB PRNS NAC NA		
a) Provide continuing NAC and neighborhood association updates regarding planning for expansion			PRNS LIB		
b) Coordinate library planning with expansion and renovation plans for Grant Academy			LIB PRNS SJUSD		
2. Increase Utilization of City Anti-Graffiti Program	Mid		CODE PRNS		
a) Encourage property owners, neighborhood associations, and community groups to regularly inspect and report graffiti			PRNS NAC		
b) Provide information and access to graffiti-resistant paint			PRNS		
3. Increase Enforcement of Illegal Dumping, Abandoned Vehicles, Shopping Carts	Mid		CODE		
a) Encourage neighborhood monitoring and reporting			CODE NAC PRNS		
b) Continue to work with store owners to implement provisions of the Shopping Cart Ordinance			CODE NAC NA Business Association		

ACTION PLAN MATRIX

4. Increase Police Surveillance within the Neighborhood	Mid		PD		
a) Work with neighborhood associations and community groups to focus police surveillance on key community concerns and illegal behaviors			NA PD		
5. Monitor and provide input on Regional and Citywide Policies on Parolees, Sex Offender and Service Agency Locations	Mid		NAC NA Council Office Court System DA PD		
a) Encourage continued community involvement in addressing disproportionate parolee placement and location of service agencies					
b) Provide ongoing information availability on Megan's Law information sources and availability			PD FIRE NAC NA		